**Terms of Reference**

**CGIAR Research Program on Livestock**

**Independent Steering Committee**

**Role**

The Independent Steering Committee (ISC), with a high level of expertise, inclusiveness and independence, provides expert advisory support and guidance to the CGIAR Research Program on Livestock (Livestock CRP) and to the ILRI Board for purposes of:

* Providing strategic direction and independent advice to the program, including:
  + priority setting and the evaluation of results
  + the quality of the program’s science and approaches, and the resulting knowledge outputs, with a focus on generating Global Public Goods
  + the relevance of outputs to achieve the Intermediate Development Outcomes targeted by the program
  + the strategic direction and priority setting for short-term program planning and longer-term resource mobilization
  + identification of key audiences for program outputs and strategies for engagement and communication
  + the strategic relevance of the program’s partnerships in science and development
* Reviewing the Program of Work and Budget (POWB) prepared by the Flagship Leaders and the Program Management Committee (PPMC), and providing a report to the ILRI Board
* Overseeing external evaluations of the program, its Flagships and specific sets of activities This would include:
  + Advising on the CRP’s proposed schedule of CRP-Commissioned External Evaluations (CCEE)
  + Participating on the evaluation reference group of each CCEE and Independent External Evaluation
  + Advising the ILRI Board on the CRP and ILRI management response to the evaluation report
* Maintaining awareness of stakeholder perspectives and needs in the implementation of the CRP
* Provide a report summarizing findings and recommendations after each meeting, submitted to the CRP management and shared with the ILRI management and ILRI Board Program Committee. The ISC chair will participate in one meeting of the ILRI Board Program Committee each year, in person or virtually, for the agenda item on the CRP
* Serving as an expert resource to the program and the senior management team

Through their networks, the ISC is also expected to provide additional opportunities for the program, particularly with respect to new and strategic partnerships and for resource mobilization.

**Manner of Interaction**

The ISC supports the program primarily through the Program Management Committee (PMC), and reports directly to the ILRI Board. The ISC advises on the coherence of the overall program and the Flagship Projects, as well as the approaches adopted. In addition, the CRP Director or the ILRI Board may communicate to the ISC specific issues that they would like the ISC to address. The ISC meets at least once annually, scheduled to coincide with the drafting of the Plan of Work and Budget (POWB) for the following year and as possible with other CRP events to maximize interaction with CRP management and staff. The meetings comprise a combination of: a) a ‘business meeting’ with CRP and ILRI management to discuss procedural and administrative issues; b) information and discussion sessions with the CRP management, Flagship Leaders and other program staff, depending on availability; c) closed meeting of the ISC to develop guidance and recommendations; and when possible d) a joint meeting with the PMC and ILRI management to provide preliminary feedback. ISC meetings may be held at CRP partner institutions or in CRP priority country locations, when interaction with national partners may be facilitated. The ISC Chair, upon request from or after consultation with the CRP director or ILRI Board, may task individual ISC members or teams to visit specific sites to understand better program activities related to their area of expertise and oversight, the cost of which should not exceed the assigned budget allocation.

The ISC provides a report after each meeting to the CRP director and ILRI DG with its findings and any recommendations or guidance. The PMC may provide a response to that report, which when accepted by the ILRI DG is submitted to the ILRI Board together with the ISC report.

The Chair of ISC participates (in person or virtually) in one ILRI Board meeting each year to report to the Program Committee of the ILRI Board on behalf of the ISC.

ISC will appoint a member to participate on the selection panel for the CRP director chaired by the ILRI DG. Input may be solicited from ISC for the annual performance assessment of the CRP director conducted by the ILRI DG.

**Composition, Tenure and Compensation**

The ISC is comprised of 6 persons who are globally recognized experts in areas of science and research relevant to the 5 flagship agendas. The membership must be sufficiently independent from the program partners and not bedirectly involved as a major collaborator in the program’s research-for-development activities. It should include a balance in gender and in geographic origin. The size of the membership can be periodically reviewed by the PMC to consider if additional or less representation is warranted.

A System Management Office representative will have a standing invitation to attend ISC meetings as an observer.

The ILRI Board appoints the members of the ISC, based on nominations from the ILRI DG and the CRP management committee after consultation with the ISC Chair. Staff from CRP partner institutions (i.e. institutions participating in the CRP under a Program Partner Agreement) may not serve on the ISC.

Tenure of an ISC member is for 3 years with an option for extension and with initial appointments ending in a staggered manner to achieve 2 replacements each year. The renewal process for the 3-year extension is described in a separate document. The ISC Chairperson is nominated by the ILRI DG, and the appointment is approved by the ILRI Board. The Chairperson appointment is reviewed every 2 years or when the current Chairperson’s term as an ISC member is completed. The CRP Performance and Partnership Manager serves as Secretary to the ISC.

ISC members are offered an honorarium totaling 15 days (20 days for the Chairman) each year to recognize their time commitments to attend meetings and monitor progress. The PMC recommends other terms and conditions governing committee member appointments for approval by the ILRI Board.

**Evaluation and renewal**

The ISC will conduct a self-evaluation at each of its meetings to monitor progress in fulfilling its mission. The self-evaluation will include modules for evaluating:

* the conduct of the meeting
* the performance of ISC

In addition, an additional module will be administered annually to evaluate the performance of the ISC Chair.

As a member approaches the end of his or her first 3-year term, an evaluation will be conducted at the time of the member’s penultimate ISC meeting. The evaluation consists of:

* + Confirming the willingness of the member to renew
  + Peer evaluation by the other ISC members, which is done confidentially by email
  + A similar evaluation by PMC members and Flagship Leaders

Evaluation criteria (based on ILRI Board evaluation procedures) will include:

* Roles globally outside of the Livestock CRP – including continued international credibility
* Contributions to the CRP (including scientific or disciplinary expertise; regional coverage)
* Attendance and active engagement
* Willingness to continue in the role

The PMC, after consulting with the ISC Chair, will make a recommendation to be transmitted, together with various evaluations, after review by and via the ILRI DG to the ILRI Board. The ILRI Board then makes a decision to renew the appointment, which will be shared with the ISC Chair. The ISC member will be informed of the decision at the last meeting of their term.

Related documents:

* Invitation letter of appointment, including terms and conditions
* Conflict of interest form
* Confidentiality agreement
* Travel cost reimbursement guidelines